Aboriginal Affairs and Northern Development

ACCOUNTABILITY STATEMENT

The Business Plan for the three years commencing April 1, 2002 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of February 26, 2002 with material economic or fiscal implications of which I am aware have been considered in preparing the Business Plan.

The Ministry's priorities outlined in the Business Plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this Business Plan.

[original signed]

Pearl Calahasen, *Minister of Aboriginal Affairs and Northern Development*
February 26, 2002

102-07201/

INTRODUCTION

The new Ministry of Aboriginal Affairs and Northern Development (AAND) was formed on March 15, 2001. The Ministry is responsible for the development, coordination and implementation of cross-ministry policies and strategies respecting Aboriginal and Northern issues as well as the implementation of specific Aboriginal and Northern initiatives. The Ministry is a symbol of the importance of Alberta's relationship with Aboriginal people. The Ministry will focus on implementing the Aboriginal Policy Framework, which sets out the long-term structure for existing and new Government of Alberta policies to address First Nation, Metis and other Aboriginal issues in Alberta. The Aboriginal Policy Initiative is a cross-ministry initiative for 2002-03; it sets strategies and targets for the coming year. A Northern Alberta Development Strategy is being developed to coordinate provincial strategies and initiatives to advance the economic, business and social concerns of the North.

METIS SETTLEMENTS

The Metis Settlements Transition Commission (MSTC) and the Metis Settlements Appeal Tribunal (MSAT) report to the Minister but are not part of the Ministry. MSTC was established by legislation to assist Metis Settlements towards achieving self-regulation and self-reliance. With Settlement governments improving their state of self-regulation and self-reliance, it is expected that the Commission will be discontinued at March 31, 2002. The Ministry will work with the Metis Settlements General Council during this transition and will assume some of the MSTC functions during this business plan cycle.

MSAT is a quasi-judicial body, established by the Metis Settlements Act, to hear appeals between Settlement members and Councils in areas pertaining to land and membership. MSAT is comprised of appointees by the Metis Settlements General Council and the Government of Alberta. The Chairman is appointed by the Minister from a list of nominees submitted by the General Council.

NORTHERN ALBERTA DEVELOPMENT COUNCIL

To ensure that the interests of Northern Albertans are given prominence, the Northern Alberta Development Council (NADC) reports through Council Chair Gary Friedel, MLA, Peace River, to the Minister of Aboriginal Affairs and Northern Development. Northern economic development, particularly the growth of the oil sands, is a primary driver of the Alberta economy. AAND and the NADC will advocate on behalf of Northerners and work with other Ministries to develop, coordinate and implement strategies to take advantage of the economic, business and social opportunities in the North.

MINISTRY

The immediate task of the new Ministry has been to combine operations to better assist and support Aboriginal people and the people of Northern Alberta in achieving our mutual goals. The effect of such efforts culminates in our second and fully integrated business plan. We will continue to build on our experiences and lessons learned as we focus on the collective vision for the Ministry.

The Ministry's four core businesses, seven goals and associated strategies encompass the activities of the department as well as the NADC. For its own purposes, the NADC produces a more detailed business plan, which can be found on its website (http://www.gov.ab.ca/nadc).

VISION

An Alberta where self-reliant Aboriginal people and Northern Albertans are recognized as leading contributors to and participants in the Alberta Advantage which includes understanding of and respect for Aboriginal cultures.

MISSION

The Ministry's mission is to:

- raise awareness of Aboriginal and Northern perspectives and issues,
- promote government-wide strategies,
- provide specific initiatives to improve the well-being and self-reliance of Aboriginal people and Northern Albertans, and
- advance the development of Aboriginal communities and Northern Alberta.

CORE VALUES

At Aboriginal Affairs and Northern Development our core values include:

- Collaboration
- Commitment
- Ethical Conduct
- Innovation
- Learning
- Professionalism
- Respect
- Self-reliance
- Sustainability
- Teamwork

We respect and value the cultures of the diverse First Nation, Metis, and other Aboriginal communities and the commitment of Aboriginal people to advancing the well-being of present and future generations.

We respect and value the diversity of Northern Alberta communities and the commitment of Northern people to the advancement of Alberta's North.

CORE BUSINESS

The government's priority commitment to Aboriginal people and Northern Albertans is reflected in the creation of the Ministry of Aboriginal Affairs and Northern Development.

Strengthening Relationships: The Government Of Alberta's Aboriginal Policy Framework is the keystone policy to implement the core businesses relating to Aboriginal people in Alberta. The Framework establishes principles and commitments to action for all Ministries to address Aboriginal issues in their business plans and report progress in their annual reports. Ministries will work in partnership with First Nations, Metis and other Aboriginal communities, organizations, and people as well as with other governments, industry and other interested parties to facilitate the participation of First Nations, Metis and other Aboriginal people in the life and economy of Alberta.

The Ministry will. . .

- Promote and facilitate effective relations between the Province and First Nation and Metis Settlement governments, First Nation and Metis organizations, businesses and people, as well as with Northern Alberta municipalities, businesses and people.
- Manage the Province's legal and constitutional obligations with respect to First Nations, Metis and other Aboriginal people.

- Assist the ongoing development of accountable, self-administering, self-regulating, and self-reliant Metis Settlement governments.
- Promote and coordinate the economic and social development of Aboriginal and Northern communities.

The following ongoing initiatives relate to our four core businesses.

CORE BUSINESS	ONGOING INITIATIVES
Promote and facilitate effective relations between the Province and First Nation and Metis Settlement governments, First Nation and Metis organizations, businesses and people, as well as with Northern Alberta municipalities, businesses and people.	◆ Advising and working with other Ministries to implement the Aboriginal Policy Framework through the development of policies, strategies and initiatives to improve the well-being and self-reliance of Aboriginal people. ◆ Leading and coordinating the Province's 2002-03 cross-ministry Aboriginal Policy Initiative. ◆ Coordinate the Province's role in the 1999 Alberta / Metis Nation of Alberta Association Framework Agreement. ◆ Advising government on opportunities and issues regarding Northern and Aboriginal people. ◆ Providing information, strategic advice and policy analysis to Alberta ministries, and other partners on Aboriginal and Northern issues.
Assist the ongoing development of accountable, self-administering, self-regulating, and self-reliant Metis Settlement governments.	◆ Pursuant to legislation, fund the Metis Settlements. ◆ Pursuant to legislation, fund the Metis Settlements Appeal Tribunal. ◆ Work with the Metis Settlements General Council in reallocating the functions of the Metis Settlements Transition Commission. ◆ Maintain the Metis Settlements Land Registry.
Manage the Province's legal and constitutional obligations with respect to First Nations, Metis and Aboriginal people.	◆ Settling claims for which the Province has a responsibility. ◆ Representing Provincial interests in litigation against the Crown.

CORE BUSINESS	ONGOING INITIATIVES
Promote and facilitate the economic and social development of Aboriginal and Northern communities.	◆ Promoting practical measures to foster and advance Northern and Aboriginal social and economic development. ◆ Leading and facilitating Alberta's Aboriginal strategies through discussions with Aboriginal communities, the private sector and other government partners. ◆ Leading, facilitating and coordinating Alberta's Northern Development strategies through discussions with communities, the private sector and other partners. ◆ Increasing Aboriginal and Northern participation in the Alberta Advantage through the identification of opportunities and development of partnerships with communities, the private sector, the federal government, other governments and partners. ◆ Brokering services from other departments, agencies and businesses to address barriers to development encountered by Northern and Aboriginal communities. ◆ Promoting awareness and recognition of the contribution of Northern and Aboriginal people to the Alberta economy.

STRENGTHENING RELATIONSHIPS

At Aboriginal Affairs and Northern Development we work with:

- Aboriginal governments/communities/organizations,
- Northern communities/municipal governments,
- Private organizations, industry, businesses,
- Other Alberta Ministries, and
- Other governments - federal/provincial/territorial.

AAND works on a government-to-government basis with First Nations and Metis Settlements.

The Ministry works with Aboriginal and Northern communities, businesses and individuals to identify Aboriginal and Northern issues. It raises awareness, identifies and

works toward solutions to the barriers faced by these communities. The Ministry works with Aboriginal and Northern communities and organizations to ensure their views are represented to the Alberta government.

The Ministry also works with other Alberta ministries to ensure that they are aware of the issues of Northerners and Aboriginal people and assists in the development of policies and strategies to address these needs and concerns. Activities include providing guidance on appropriate protocol and discussion strategies with Aboriginal communities, as well as knowledge of and sensitivity to Aboriginal cultures.

The Ministry has a strong commitment to teamwork, both within the organization and in partnership with other ministries, industries, communities and governments. The Ministry recognizes that building cooperative relationships within government as well as with Aboriginal governments, organizations, communities and other partners is critical to achieving its mission.

CONTRIBUTIONS TO GOVERNMENT BUSINESS PLAN (GBP)

GBP CORE BUSINESS

AAND's business plan is aligned with each of the goals of the Government of Alberta's core businesses of People, Prosperity and Preservation.

GBP GOALS

While a key focus of the Ministry is on Goal 6, the Ministry's mission in addressing Aboriginal and Northern issues relates to 14 of 19 Government of Alberta Business Plan Goals.

People

- Goal 1 Albertans will be healthy.
- Goal 2 Our children will be well cared for, safe, successful at learning and healthy.
- Goal 4 Albertans will be independent
- Goal 6 The well-being and self-reliance of Aboriginal people will be comparable to that of other Albertans.

Prosperity

- Goal 7 Alberta will have a prosperous economy.
- Goal 8 Alberta's workforce will be skilled and productive.
- Goal 9 Alberta businesses will be increasingly innovative.
- Goal 10 Alberta's value-added industries will lead economic growth.
- Goal 11 Alberta will have an effective and efficient infrastructure.

Preservation

- Goal 15 Alberta will be a safe place to live and raise families.
- Goal 16 Alberta's renewable natural resources will be sustained.
- Goal 17 The high quality of Alberta's environment will be maintained or enhanced.

- Goal 18 Albertans will have the opportunity to enjoy the Province's natural, historical and cultural resources.
- Goal 19 Alberta will work with other governments and maintain its strong position in Canada.

The scope of the Ministry's mission and tasks is extensive. In carrying out its mission, AAND works collaboratively with all ministries as well as its other partners.

GBP ABORIGINAL POLICY INITIATIVE

In partnership with Justice and Children's Services, the Ministry leads the overall coordination and implementation of the Aboriginal Policy Initiative. AAND, Justice and Children's Services will work with other Ministries to implement the cross-ministry strategies and targets for 2002-2003. This initiative is a long-term commitment by the Government of Alberta to improving the well-being and self-reliance of Aboriginal people and to clarifying federal, provincial and Aboriginal roles and responsibilities.

OTHER GBP PRIORITY POLICY CROSS-MINISTRY INITIATIVES

AAND works actively on the continuing priority policy cross-ministry initiatives (the Economic Development Strategy and the Alberta Children and Youth Initiative) to facilitate and support the development of Aboriginal and Northern initiatives and strategies.

The challenges that have resulted in the new Health Sustainability Initiative have important implications for Alberta's ability to respond to other issues. The Health Sustainability Initiative is particularly relevant to AAND, since Aboriginal people face excessively high health risks. AAND will work with other Ministries in the development of innovative and appropriate strategies to reduce the health risks to Aboriginal people and other Albertans and thereby help to control health spending.

AAND's participation in all priority policy initiatives provides further opportunities to assess and advise on gaps and overlaps with respect to Aboriginal and Northern issues.

GBP KEY ADMINISTRATIVE INITIATIVES

The activities of AAND are aligned with each of the Key Administrative Initiatives.

AAND works with the Alberta Corporate Service Centre to achieve efficiencies in Ministry services. AAND shares strategic corporate services, including the Senior Financial Officer and Chief Information Officer, with International and Intergovernmental Relations.

AAND is working towards completion of its Business Resumption Plan with the assistance of Disaster Services in response to the Auditor General's 2000-01 Annual Report recommendation.

Through the Corporate and Ministry Human Resource Development Strategies, AAND is developing strategies to ensure staff is knowledgeable, skilled and

effective. AAND partners with Alberta Learning for its strategic human resource planning and programs.

AAND works with the Corporate Information Management/Information Technology Strategy to ensure the cost-effective use of technology to enhance business outcomes.

The Ministry is committed to the Alberta One-Window Initiative. AAND is also working with Innovation and Science to provide high-speed cable access to Aboriginal and Northern communities. AAND will develop its web site to link with Aboriginal programs and services across governments, non-government organizations and the private sector.

OTHER CROSS-MINISTRY INITIATIVES

AAND is also involved in many other cross-ministry initiatives including: Seniors Policy, Mental Health and Justice, Water Strategy, Sustainable Resource Strategy, Provincial/Municipal Roles and Responsibilities, Fetal Alcohol Syndrome/Effects, Children's Mental Health, Protection of Children Involved in Prostitution, Homelessness, Student Health, Low Income Review and the review of the federal-provincial Administrative Reform Arrangement.

The NADC is involved in cross-ministry initiatives that include water quality, transportation and infrastructure, value-added agriculture, tourism development and other social and educational priorities.

AAND'S ROLE IN THE DEVELOPMENT OF THE NORTHERN ALBERTA ECONOMY

Northern Alberta includes 60% of Alberta's land mass with only 10% of the Province's population. It is resource rich, with 90% of Alberta's forests, nearly 40% of Alberta's conventional oil and gas activity, and 20% of Alberta's agricultural land. The North has all of Canada's oil sands development. The North is key to the Province's current and future prosperity.

AAND works with Northern and Aboriginal governments and communities throughout this resource-rich area to facilitate economic development. AAND's activities include the effective management of litigation and land claims. However, future success will depend on appropriate policy development and working relationships that facilitate Aboriginal participation in the economy, including the development of a skilled Aboriginal workforce and businesses.

REGULATORY REVIEW

Since the formation of the Ministry in March 2001, AAND has had one outstanding regulation to review. Aboriginal Affairs and Northern Development Grants 354/86 was repealed and replaced by AR 4/2002 on January 23, 2002.

The following regulations are exempt from the Regulatory Review until 2005:

- Land Interest Conversion 362/91
- Metis Settlements Election 145/93
- Metis Settlements Land Registry 361/91

- Metis Settlements Subdivision 363/91
- Transitional Membership 337/90

GOALS AND STRATEGIES

GOAL 1 **TO LEAD OR SUPPORT THE IMPLEMENTATION OF COMMITMENTS TO ACTION IN THE ABORIGINAL POLICY FRAMEWORK.**

Strategies

- Work with other Ministries to identify and support the implementation of strategies related to the Aboriginal Policy Framework through the cross-ministry Aboriginal Policy Initiative and other policy and program initiatives.
- Work with other Ministries, through the Aboriginal Policy Initiative, to identify and address gaps and overlaps in services to Aboriginal communities.
- Work with Aboriginal communities, other Ministries, industry and, where appropriate, other partners to initiate Aboriginal capacity building projects in specific Aboriginal communities to strengthen the capacity of those communities to participate in social and economic opportunities.
- Work with Aboriginal communities, other Ministries, industry and, where appropriate, other partners to establish economic development, training, employment and business strategies and projects to enable Aboriginal people and communities to access economic and other opportunities.
- Work with provincial Ministries and Statistics Canada to undertake a pilot project to assess the feasibility of generating Aboriginal-specific data in a future Alberta Labour Force Survey.
- Continue to manage and evaluate consultation pilots to develop consultation guidelines with respect to development on Crown land.
- With other appropriate Ministries, the federal government and industry, draft recommendations to incorporate traditional use data into provincial land use planning and administration.
- Establish an Aboriginal advisory committee to the Ministry.
- Acquire, prepare and distribute Aboriginal-specific data for use by provincial departments, Aboriginal governments and organizations, other governments and agencies, the private sector, academic institutions and the public.
- Provide assistance to Aboriginal organizations in support of the goals and commitments to action under the Aboriginal Policy Framework.

Outcome

- Narrowed gap between the well-being and self-reliance of Aboriginal people and other Albertans.

Outputs

- Identify new and redesigned policies, programs, services and initiatives that are directed to serving the needs of Aboriginal people in Alberta.
- Report to Aboriginal Policy Initiative Champion and Supporting Deputies on the implementation of the Aboriginal Capacity Building Strategy and the evaluations of capacity building pilot projects.

- Draft consultation guidelines with respect to development on Crown land for review by Cabinet.
- Draft recommendations to incorporate traditional use data into provincial land use planning and administration.

Performance Measures

- Report on the cross-ministry Aboriginal Policy Initiative targets for 2001-2002.
- Goal 6, Government of Alberta Business Plan, long-term measures, 2000-2010.
- Aboriginal strategies and initiatives are identified in 75% of Alberta Ministry Business Plans.

GOAL 2 TO STRENGTHEN WORKING RELATIONSHIPS WITH ABORIGINAL GOVERNMENTS, COMMUNITIES AND ORGANIZATIONS.

Strategies

- Further the development of government-to-government relationships with First Nations and Metis Settlements.
- Work with the Metis Nation of Alberta Association (MNAA) and provincial ministries to implement the 1999 Alberta/MNAA Framework Agreement.
- Work with Alberta Native Friendship Centres to enhance their capacity to provide effective services to Aboriginal people living in Alberta's towns and cities through the implementation of business planning processes.
- Facilitate provincial Ministries and private and public organizations in establishing and maintaining constructive relationships with Aboriginal communities and people.
- With Alberta Human Resources and Employment, facilitate skill development training to assist other partners in developing specific economic and employment initiatives.
- Coordinate Alberta's participation in discussions with Federal/Provincial/Territorial governments and national Aboriginal organizations so that Aboriginal communities in Alberta benefit from national-level initiatives (e.g., enhancing Aboriginal participation in the economy).
- Further the development of the Canada / Alberta Partnership Forum to design practical approaches to Federal/Provincial/Aboriginal cooperation and coordination.
- Further the development of the Ministry's web site to link Aboriginal programs and services across governments, non-government organizations and the private sector.

Outcome

- Improved relations between the Government of Alberta and Aboriginal governments, communities and organizations.

Outputs

- Report on the analysis of results achieved through the Alberta/MNAA Framework Agreement.

- Report on the analysis of results achieved through the Canada/Alberta/MNAA Tripartite Process Agreement.
- Report on the analysis of results achieved through the Canada/Alberta/Metis Settlements Tripartite Process Agreement.
- Report on the analysis of results achieved by the Alberta Native Friendship Centres.

Performance Measures

- Aboriginal governments and organizations report satisfaction in their relations with AAND and the Government of Alberta. The target for 2002-03 is 55%.
- Other ministries report satisfaction in their relations with AAND and relationships with Aboriginal governments, communities and organizations. The target for 2002-03 is 75%.

GOAL 3 TO ASSIST IN FURTHERING ACCOUNTABLE, SELF-ADMINISTERING, SELF-RELIANT, SELF-REGULATING METIS SETTLEMENT GOVERNMENTS.

Strategies

- Enhance the capacities of Settlements to regulate their own affairs through capacity building initiatives at the local and central governance levels.
- Improve financial and political accountability systems through the development of legislative amendments to Settlements governance structures and systems, including the Metis Settlements Appeal Tribunal, and the establishment of a Metis Settlements Ombudsman.
- Encourage Settlement self-reliance through the terms of Provincial/Settlement funding arrangements and the implementation of economic viability strategies.

Outcome

- Increased accountability, self-reliance and self-regulation exhibited by Metis Settlements.

Outputs

- Implement the recommendations of the Task Force To Review the Mandate Of The Metis Settlements Appeal Tribunal.
- Implement an interim process to replace the functions of the Metis Settlements Transition Commission.
- In partnership with the Metis Settlements General Council, develop draft legislative amendments.
- Establish the Office of Metis Settlements Ombudsman.
- Transfer the continuing functions of the discontinued Metis Settlements Transition Commission.
- Metis Settlements General Council has assumed greater responsibility for the distribution of funding to the Settlements and business plan performance rating.

Performance Measures

- Increase the percentage of Metis Settlement self-generated revenues by 2%.
- Metis Settlements General Council adoption of a revised administrative structure in preparation for the assumption of some Metis Settlements Transition Commission responsibilities.
- The Metis Settlements General Council and all Settlements have business plans with performance indicators.

GOAL 4 TO RESOLVE LAND CLAIMS AND OTHER CLAIMS BY ABORIGINAL PEOPLE CONCERNING THE PROVINCE.

Strategies

- Proactively encourage the timely settlement of all outstanding treaty land entitlement claims for which the Province has some obligation under the Natural Resources Transfer Agreement.
- Represent the Province in outstanding land claims negotiations with the federal government and First Nations and coordinate the participation of relevant provincial ministries.
- Take steps to ensure that the interests of the Province, municipalities, third parties and other stakeholders are respected.
- Coordinate the implementation of land claims settlement agreements and ensure that any obligations of the Province have been met.
- In cooperation with Alberta Justice, manage Aboriginal litigation in an effective manner.
- Where appropriate, work with Aboriginal communities to realize the potential economic benefits of land claims settlements.

Outcomes

- Settlement of land claims in a manner that promotes certainty and is fair and equitable to all parties.
- Resolution of Aboriginal litigation in a manner that best serves the interests of the Province.

GOAL 5 TO ESTABLISH PRIORITIES FOR NORTHERN OPPORTUNITIES, AND INCREASE AWARENESS AND SUPPORT AMONG GOVERNMENT AND KEY STAKEHOLDERS FOR THOSE PRIORITIES.

Strategies

- In discussion with Northern Albertans, Northern communities, industry and governments, prepare a comprehensive Northern Development Strategy that coordinates provincial strategies and initiatives to advance the importance of Northern development in the continued success of the Alberta Advantage.
- Maintain the involvement of Northern communities, businesses and other stakeholders, through ongoing and new discussions and information-gathering processes, including a Year 2003 Challenge North Conference.
- Profile the needs, interests and opportunities of the North.

- Work with other Ministries to address remote and northern housing issues.
- In partnership, undertake projects to promote opportunities and address barriers to the North's development, including:
  - value-added forestry, agricultural and recycling initiatives,
  - tourism industry development,
  - resource development,
  - recruitment and retention of northern labour
  - transportation,
  - telecommunications, infrastructure initiatives, and
  - water.
- Encourage Aboriginal participation in the economy through Opportunities Seminars and other cooperative projects.
- Advance Northern Alberta's interests through inter-jurisdictional initiatives such as the Alberta/Northwest Territories Memorandum of Understanding on Cooperation and Development, the Northern Development Ministers' Forum, and joint projects.
- Support a Ministerial leadership role in the Northern Forum, an international consortium representing 25 northern government jurisdictions.

Outcome

- Increased awareness and support of Northern benefits, opportunities and priorities.

Outputs

- Develop a communication plan to inform Northerners and other key stakeholders of the North's needs, interests and opportunities.
- Prepare a draft Northern Development Strategy for presentation to government in 2003.

Performance Measures

- Majority of delegates to the 2003 Challenge North Conference support the identified priorities.
- Participants in NADC processes state that these are an effective mechanism for input: achieve an average rating of 8 out of 10.
- NADC project partners and clients believe our project work promoted an opportunity or addressed a Northern challenge: achieve an average rating of 8 out of 10.

GOAL 6 TO INCREASE SKILL LEVELS OF ABORIGINAL AND NORTHERN ALBERTANS.

Strategies

- Increase students' financial capacity to access post-secondary education through provision of bursaries or other assistance.
- Promote increased availability of education and training programs to meet Northern employment needs through collaborative initiatives.
- Encourage high school completion and further education through the Northern LINKS Program.
- In cooperation with key stakeholders, develop a coordinated approach to training for woodlands operations.
- Work with communities to identify and address specific training needs, including supporting the 2002 Northern Alberta Human Resources Management Conference.
- Support youth apprenticeship training through the Youth Apprenticeship Learning Opportunities project.

Outcome

- Increase in the average educational attainment level of Aboriginal and Northern Albertans.

Outputs

- Funding provided through NADC Bursary and Bursary Partnerships in occupations where there is a Northern shortage, and through the Northern Student Supplement to students in high financial need.
- Financial assistance provided to health care students taking Northern practicum placements.
- An information clearinghouse co-sponsored with Northern colleges providing timely information on Northern economic and employment trends and training needs.
- Approach to training for woodlands operations established.

Performance Measures

- Provide bursaries to students in Northern health practicum placements: 50 bursaries.
- Bursary Partnerships Program matching funds committed: $135,000.
- NADC Bursary recipients return service rate: 75%
- Northern LINKS program student participants who indicate their participation in the Northern LINKS project will ease their transition and encourage program completion: achieve an average rating of 8 out of 10.

GOAL 7 TO BUILD AN EFFECTIVE AND VALUED MINISTRY THROUGH THE DEVELOPMENT OF ITS HUMAN RESOURCES.

Strategies

- Continue development and implementation of a comprehensive human resource management strategy through the initiatives of the Corporate Human Resource Development Strategy and the Ministry's Human Resource Plan. Initiatives include:
  - Develop knowledge, skills and abilities of staff to meet or exceed the challenges outlined in the Ministry Business Plan through effective learning strategies.
  - Ensure all employees have the skills necessary to achieve current and future goals through effective performance planning, performance management and learning plans.
  - Ensure the Ministry can meet its long-term human resource needs through effective staffing, leadership development and succession planning.
  - Create a supportive environment that values recognition of the contributions and commitment of staff at all levels.

Outcomes

- The Ministry provides effective services to its clients and partners.
- The Ministry is able to manage change and is prepared for the future.

Performance Measures

- The Ministry will measure its human resource development using the Corporate Human Resource Development Strategy targets as reported through the annual Core Measures Survey.

Expense by Core Business

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
EXPENSE						
Core Business						
Aboriginal Relations	27,905	28,256	29,104	28,228	28,265	28,265
Northern Development	1,899	1,954	1,954	1,954	1,954	1,954
MINISTRY EXPENSE	29,804	30,210	31,058	30,182	30,219	30,219

Ministry Statement of Operations

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
REVENUE						
Other Revenue	285	45	86	45	45	45
MINISTRY REVENUE	285	45	86	45	45	45
EXPENSE						
Program						
Aboriginal Affairs	7,911	8,365	9,213	10,236	11,270	11,671
Metis Settlements Appeal Tribunal	920	1,023	1,023	923	923	923
Northern Development	1,899	1,954	1,954	1,954	1,954	1,954
Metis Settlements Governance	9,069	8,868	8,868	7,069	6,072	5,671
Metis Settlements Legislation	10,000	10,000	10,000	10,000	10,000	10,000
Valuation Adjustments and Other Provisions	5	-	-	-	-	-
MINISTRY EXPENSE	29,804	30,210	31,058	30,182	30,219	30,219
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
NET OPERATING RESULT	(29,519)	(30,165)	(30,972)	(30,137)	(30,174)	(30,174)

Consolidated Net Operating Result

(thousands of dollars)

	Comparable 2000-01 Actual	Comparable 2001-02 Budget	Comparable 2001-02 Forecast	2002-03 Estimates	2003-04 Target	2004-05 Target
Ministry Revenue	285	45	86	45	45	45
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Revenue	285	45	86	45	45	45
Ministry Program Expense	29,804	30,210	31,058	30,182	30,219	30,219
Inter-ministry consolidation adjustments	-	-	-	-	-	-
Consolidated Program Expense	**29,804**	**30,210**	**31,058**	**30,182**	**30,219**	**30,219**
Gain (Loss) on Disposal of Capital Assets	-	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(29,519)	(30,165)	(30,972)	(30,137)	(30,174)	(30,174)